

7 Habits of Highly Effective People: Habit 4

Monday Call, June 18, 2007

Celebrate Incentive Winners Shareholders Meeting

Habit 4: Think Win Win

“We have committed the Golden Rule to memory; let us now commit it to life.”
Edwin Markham

1. Shift from Paradigms of Independence to one of Interdependence

a. Understanding Dependence to Independence

First 3 Habits are about you...personal victories.

1) Be Proactive: taking responsibility for your life through *self-awareness*

2) Begin with the End in Mind: you are the creator of your life...as a man thinketh so is he. You creatively through *imagination*, develop your life, your mission statement. You become principle centered through *conscience*.

3) Put First Things First: Once create the mission, value centered, now you plan and live and manage life day in and out in accord with what you create. *Independent will*.

b. Private victories precede public victories. They build character.

c. Public victories: life is only effective and open for you to have maximum effectiveness if you maximize your relationships with people through communication, cooperation and teamwork.

Dependent people: need others to get what they want

Independent people: get what they want through their own effort

Interdependent people: combine their efforts with those of others to achieve their greatest success.

“Effective interdependence can only be built on a foundation of true independence.”

2. The Emotional Bank Account

a. What is it? A metaphor that describes the amount of trust built up in a relationship. Deposits are: courtesy, kindness, honesty, keeping commitments. 10 years of deposits can be erased by one act. Our most constant relationships like marriage require our most constant deposits.

b. Major deposits:

1) Seek to understand the person

Make what is important to the other person as important to you as the other person is.

“Do unto others as you would have done unto you...” means understand others deeply as individuals the way you would want to be understood.

2) Attend to little things

In a relationship, the little things are the big things.

3) Keep commitments

Keeping a commitment is a major deposit; breaking one is probably one of the greatest withdrawals...a loss of trust for any future commitments.

4) Clarify expectations

The cause of most relationship difficulties is rooted in conflicting or ambiguous expectations. We avoid this to avoid conflict and yet it creates the greatest of conflict.

5) Show personal Integrity

Integrity goes beyond honesty. Honesty is conforming our words to reality. Integrity is conforming our relationship to our words...keeping promises, being loyal in the absence of a person, avoiding duplicity.

6) Apologize sincerely when you make a withdrawal

A person must have a deep sense of security in fundamental principles and values to genuinely apologize.

7) Unconditional love

3. Habit 4: Think Win Win

Build your organization with a strong reinforcement of the value of cooperation.

a) Six paradigms of human Interaction

1) Win Win

This is a frame of mind that constantly seeks mutual benefit in all human interactions.

Cooperation not competition

Not my way or your way but a better way

Mutual benefit, mutual satisfaction

All parties feel good

2) Win Lose

This is the authoritarian approach: I get my way and you don't

get yours. These people are prone to use authority, power, credentials, possessions or personality to get their way. Most people are scripted in Win Lose: parents, grades, athletics, law, etc.

Give examples.

3) Lose Win

Some people have this program which is actually worse than Win Lose. Why? Lose Win needs no standards...no demands no expectations, no vision. They seek strength from acceptance...they bury a lot of feelings.

They develop a lot of anger, rage internally.

4) Lose Lose

When two Win Lose people get together this is usually what they create. Stubborn, ego driven, win at all cost attitudes. So, when win does not look feasible, make the other person lose as well.

Example in Mannatech: when 2 people are approaching the same prospect

5) Win

People with Win mentality do not want others to lose necessarily but focus on Win...what they want is what is important, leaving it to others to get what they want.

Which of these five philosophies is most effective?

It depends on the circumstances...give examples.

But do not get caught in any of these philosophies.

Overall, the most effective in most circumstances will be WIN WIN...especially in interdependent situations.

6) Win Win or No Deal

The sixth paradigm is a higher expression of Win Win. If two people can not come up with Our Way, then they can disagree agreeably with No Deal.

When you have No Deal as a possibility, you feel liberated, no need to push your agenda or manipulate others, or drive for what you want.

You put a true commitment into understanding the issues versus pushing the other person.

The Win Win is a very viable approach in a new business relationship but as it matures, No Deal may not be an option.

b) Five Dimensions of Win Win.

1) Character

Forms the foundation of Win Win strategy...3 character traits are essential:

Integrity: Habits 1-3 help us develop and maintain Integrity. Identify our values, and organize and execute around them. Making and keeping meaningful promises and commitments are crucial...otherwise others will know it also, and become guarded.

We need to understand from our deepest core values what a Win is in order to go for it.

Maturity: is the balance between courage and consideration. "...the ability to express one's own feelings and convictions balanced with consideration for the thoughts and feelings of others."

Balance: ego strength/empathy, self confidence/respect for others, concern for people/concern for task.

High on courage and consideration: Win Win

I can listen, empathetically understand, but I can also courageously confront.

Low on courage and consideration: Lose Lose

High on courage, low on consideration: Win Lose

Low on courage, high on consideration: Lose Win

Abundance Mentality:

This is the knowledge that there is plenty out there for everybody.

Scarcity mentality is the zero-sum paradigm of life. Their sense of worth comes from being compared....so others need to lose for them to win since there is not enough.

No joy for others' victories.

Abundance mentality on the other hand recognizes the unlimited possibilities for positive interactive growth and development, turning joy, satisfaction and fulfillment outward.

2) Relationships

Here is where we see the Emotional Bank Account...if it is high, credibility is no longer an issue. We focus on the issues, not on personalities or positions.

It eliminates the negative energy usually focused on differences, so you can work on cooperative energy.

If you come up against others in Win Lose, now you need to

exercise the ultimate in transformational leadership - transforming the relationship at hand.

An agreement means very little without the character and relationship base to sustain it in spirit.

3) Agreements

Agreements flow from character and relationship...sometimes called performance agreements or partnership agreements.

Five elements are made very explicit in a Win Win Agreement.

- (a) Desired results identify what is to be done, not methods.
- (b) Guidelines specify the parameters within which results are to be accomplished.
- (c) Resources identify the human, financial, technical, or organizational support available to help accomplish the results.
- (d) Accountability sets up the standard of performance and time of evaluation.
- (e) Consequences specify good and bad, natural and logical, what does and will happen as a result of the evaluation.

Win Win Management Training

Build into your life the consistent evaluation of creating Win Win approaches to every area of your life.

It will release unbelievable motivation and creativity.

Win Win performance agreements

Build new agreements...focus on results not methods.

Work with your associates in your downline focusing on results....to unleash creativity...then serve as the pace car in a race.

4) Systems

Build systems in place to align with WinWin...in other words

do not allow people to Lose (“only the top performer gets an award”...this is lose!) Allow people to achieve self-selected results so they are competing against themselves not others!

Where cooperation is important, get rid of competition...leave competition in the marketplace and instill cooperation in the workplace.

Set up systems where you compete as a team against external standards.

5) Processes

Need a process to achieve Win Win where Win Lose is so dominant. So in negotiations, what can that process be?

Step 1: see the problem from the other point of view.

Step 2: identify the key issues and concerns (not positions) involved

Step 3: determine what results would constitute a fully acceptable solution.

Step 4: identify possible new options to achieve those results.